

POLICE CUSTOMER SERVICE & SATISFACTION

THE OUTCOME

A high level of customer satisfaction.

THE MEASUREMENT

This measure uses a multi-method approach combining:

- Survey results
- Personnel complaints

The ***survey portion*** takes the results from the section of the police department's customer survey that relates to satisfaction with various police services. The survey questions ask respondents to rate dispatch, patrol, detectives, records, and administration. This customer satisfaction measure has been in place for approximately 16 years.

The ***complaints portion*** of the measure is the number of sustained formal complaints made by citizens about police employees. After investigation complaints are classified as sustained, non-sustained, exonerated, or unfounded. A sustained complaint is one that involves a citizen complaint of an incorrect action on the part of a police employee that is upheld as an incorrect action. The number of complaints by category has been measured for many years.

WHAT THE DATA MEAN

Highly satisfied customers are an indication that we are providing services in a manner that is desired and/or expected, contributing to greater confidence in the police department and local government in general, resulting in high quality of life for community members.

The ***survey portion*** of the measure reflects customer satisfaction among those who have had a direct interaction with us through the filing of a crime report. Over time, this measure can help us identify areas of strength and weakness, as well as identify areas where changes in service levels are occurring.

The ***complaints portion*** of the measure can be a reflection of the quality of the police employees and the level of customer service. Both a department directive (1.13) and a legal requirement (P.C. 832.5) define when a formal complaint is taken.

DEPARTMENTS INVOLVED

Police

BENCHMARK

For the **customer survey** portion of the measure, the department has set the benchmark at 90% of customers rate police services as good (4 on a 1-5 scale) or excellent in all customer service survey categories, utilizing a rating scale of 1=Unacceptable, 2=Poor, 3=Satisfactory, 4=Good, and 5=Excellent. ICMA FY 2004 survey results report an average of 86% good or excellent for cities with a population of 100,000 or less and is a comparable data source.

The benchmark the department has set for the **citizen complaints** portion of the measure is zero sustained complaints.

RESULTS

	ICMA AVERAGE	CARLSBAD BENCHMARK	CARLSBAD 2006
CRIME VICTIM SURVEY	86%	90%	85% (Jan-Jun)
SUSTAINED COMPLAINTS	N/A	0	1

% RATING POLICE SERVICE AS GOOD OR EXCELLENT

	2000	2001	2002	2003	2004	2005	2006
911 Dispatcher	89%	85%	90%	85%	87%	82%	88%
Uniformed personnel	94%	93%	90%	91%	90%	92%	94%
Detectives	85%	81%	86%	80%	85%	84%	86%
Records	89%	83%	89%	88%	79%	82%	85%
Department Overall	89%	86%	88%	87%	87%	81%	85%

SUSTAINED PERSONNEL COMPLAINTS

2002	2003	2004	2005	2006
2	0	1	2	1

ANALYSIS

Customer Survey: Traditionally, uniformed personnel have the highest customer service rating of all the police service areas; they have consistently

rated at 90% or higher and this continued in 2006. The Communications Center's rating increased compared to the previous year; it is believed that the rating was lower in 2005 due to the transition to the new computer-aided dispatch system and the time needed for communications operators to become completely familiar with the system. The investigations ratings increased slightly in 2006 while the records division rating continues to show an increasing trend after a low in 2004.

Citizen Complaints: The total number of complaints filed by citizens each year, as well as the number of those that are sustained, is a relatively small number. In 2006 there was one sustained complaint out of a total of nine.

ACTION PLAN

Key customer service processes will continue to be reviewed in the three areas with overall ratings less than 90% (dispatch, detectives, records) in an effort to increase the ratings for the upcoming year.

Citizen complaints will continue to be carefully analyzed and monitored.

POINT OF CONTACT

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